MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

BHR 2034 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

18th OCTOBER 2018
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO** parts and **6** pages (excluding the cover page).
2. Part A: Multiple Choice Questions (50 marks). Answer ALL questions. Mark your answers on the OMR sheet.
3. Part B: Essay Questions (50 marks). Answer ANY **five** (5) out of six (6) questions.
4. The total mark for this paper is 100 marks. This final examination will contribute 50% towards your grade in this course.

Section A: (50 marks)
Answer ALL questions. Mark your answers on the OMR sheet

1. A line manager's human resource responsibilities most likely include all of the following EXCEPT _____.
   A) maintaining department morale
   B) marketing new products and services
   C) controlling labor costs
   D) protecting employees' health

2. The HR staff member who has the job of advising management on all aspects of union-management aspects is the _____.
   A) recruiter
   B) line manager
   C) compensation manager
   D) labor relations specialist

3. _____ defines the nature of the company's business in terms of how it will match its internal strengths and weaknesses with its external opportunities and threats in order to maintain a competitive position.
   A) Employee testing
   B) Financial auditing
   C) Strategic planning
   D) Employee benchmarking

4. All of the following are services that human resource consulting companies provide during mergers and acquisitions EXCEPT _____.
   A) aligning compensation programs
   B) overseeing database recovery systems
   C) helping to determine which employee is best for which role in the new organization
   D) identifying key talent and suitable retention strategies

5. All of the following types of information will most likely be collected by a human resources specialist through a job analysis EXCEPT _____.
   A) work activities
   B) human behaviors
   C) performance standards
   D) employee benefits options

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6. Most job descriptions contain sections that cover all of the following EXCEPT _____.
   A) required overtime
   B) working conditions
   C) responsibilities
   D) performance standards

7. What is the first step in the recruitment and selection process?
   A) performing initial screening interviews
   B) building a pool of candidates
   C) performing candidate background checks
   D) deciding what positions to fill

8. Which of the following is the primary disadvantage of using internal sources of candidates to fill vacant positions in a firm?
   A) lack of knowledge regarding a candidate's strengths
   B) potential to lose employees who aren't promoted
   C) questionable commitment of candidates to the firm
   D) significant training and orientation requirements

9. A reliable employment test will most likely yield _____.
   A) consistent scores when a person takes two alternate forms of the test
   B) improved scores when a person takes the same test more than once in a single day
   C) high scores when a person takes two alternate forms of the test on different occasions
   D) similar scores when two different people are administered the test at different times

10. When an employer arranges for an outside firm to provide terminated employees with career planning and job search skills it is called:
    A) constructive dismissal
    B) a layoff
    C) job withdrawal
    D) outplacement counseling

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11. Carl recently participated in a selection test for a position at Northern Aeronautics. The test measured Carl's finger dexterity and reaction time, so it was most likely a(n) _____ test.
A) motor ability
B) personality
C) cognitive
D) interest

12. Which of the following is the primary reason that firms conduct background investigations of job applicants?
A) adhere to legal hiring practices
B) limit the number of applicants
C) uncover false information
D) report criminals to police

13. Which of the following is the primary disadvantage of using structured interviews during the employee selection process?
A) higher potential for bias
B) limited validity and reliability
C) inconsistency across candidates
D) reduced opportunities for asking follow-up questions

14. How do situational interviews differ from behavioral interviews?
A) Situational interviews are based on an applicant's responses to actual past situations.
B) Situational interviews are based on how an applicant might behave in a hypothetical situation.
C) Situational interviews ask applicants job-related questions to assess their knowledge and skills.
D) Behavioral interviews ask applicants to describe their emotions in different hypothetical situations.

15. On Alicia's first day of work at a software firm, she attended a meeting with the HR manager and other new employees. Alicia learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Alicia most likely participate?
A) recruitment
B) selection
C) employee orientation
D) employee appraisal

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16. What is the first step in the ADDIE training process?
    A) assessing the program's successes
    B) appraising the program's budget
    C) analyzing the training need
    D) acquiring training materials

17. All of the following are reasons for appraising an employee's performance EXCEPT _____.
    A) correcting any work-related deficiencies
    B) creating an organizational strategy map
    C) determining appropriate salary and bonuses
    D) making decisions about promotions

18. Which of the following terms refers to a performance appraisal based on surveys from peers, supervisors, subordinates, and customers?
    A) 360-degree feedback
    B) team appraisals
    C) upward feedback
    D) rating committee

19. All of the following are considered best practices for administering fair performance appraisals EXCEPT _____.
    A) explaining how subordinates can improve their performance
    B) basing the appraisal on observable job behaviors
    C) using subjective performance data for appraisals
    D) training supervisors how to conduct appraisals

20. Which of the following best explains the meaning of the term "glass ceiling"?
    A) formal corporate policies that prevent women from receiving the training needed to advance their careers
    B) spoken opinions by corporate leaders that women lack the knowledge and skills required for career advancement
    C) structural yet subtle barriers in corporate environments that inhibit the rise of talented women to leadership positions
    D) inadequate educational opportunities which ultimately limit the network opportunities available to women in the workforce

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21. _____ focuses on helping an employee make long-term career plans, while _____ addresses an employee's short-term job skills.
A) Mentoring; coaching
B) Coaching; mentoring
C) Recruiting; coaching
D) Appraising; training

22. Which term refers to individualized plans allowed by employers to accommodate employee preferences for benefits?
A) variable pay plan
B) cafeteria benefits plan
C) matching plan
D) executive perquisite plan

23. Studies indicate that in order for merit pay to be most effective, it should be linked to _____.
A) company profits
B) annual base salary
C) employee overtime
D) employee performance

24. All of the following are reasons that firms rely heavily on locals to fill foreign subsidiary management positions EXCEPT _____.
A) pressure from local government
B) lower costs than using expatriates
C) improved public relations in community
D) high level of skills and technical qualifications

25. What value classification refers to a belief that the best manager for a specific position could be in any of the countries in which the firm operates?
A) polycentric
B) ethnocentric
C) geocentric
D) monocentric

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Section B: (50 marks)
Answer any FIVE (5) questions. Each question carries 10 marks.

Question 1

Explain what is meant by Human Resource (HR) metrics. Identify and explain **four** (4) HR metrics.

(10 marks)

Question 2

a. Identify **two** (2) uses of job analysis information. (4 marks)
b. Discuss and highlight the main differences between job enlargement, job rotation, and job enrichment. (6 marks)

Question 3

Discuss the use of ***either one*** of the following employee selection test

(i) The Big Five personality inventory, ***or***
(ii) The Global Competency Inventory (GCI)

(10 marks)

Question 4

From the point of view of employee selection, identify **two** (2) errors that managers make during interviews. For each error, provide a brief example situation and one solution to avoid the error.

(10 marks)

Question 5

What is on-the-job training (OJT)? Discuss pros and cons of on-the-job training. (10 marks)

Question 6

Describe **five** (5) ways organization can work to boost the retention of employees.

(10 marks)

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